Air Force Materiel Comman

ing, Developing, Fielding, and Sustaining America's Air & Space

Leadership and Management Center

24 Mar 04

U.S. AIR FORCE

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Overview

- **Were We've Been**
  - **Drivers**
  - **Visits to Centers**
  - **Command Leadership & Management Center Construct**
- **Were We Are**
  - **AFMC Role in AF Civilian Force Development**
  - **Progress Toward Force Development Goal**
- **Way Ahead**

Primary Drivers

AFMC Commander:

"I want the capability to provide transformational education to leaders in significant numbers"

Offsite

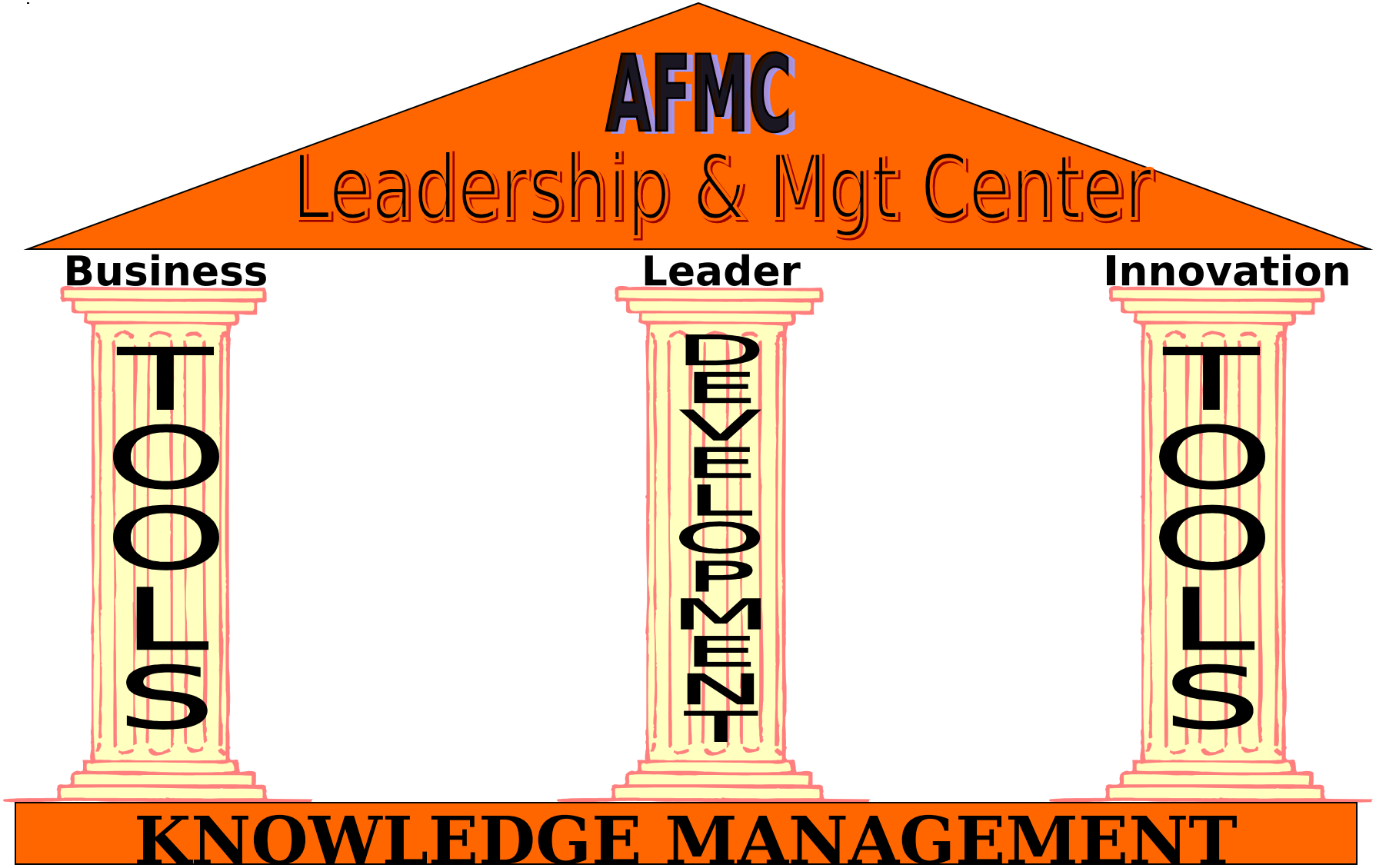
Lightning Bolt #4 &Feb 02

OC-ALC Center Study Brief 1 July 02

Center Visit Findings

- **Lots of Great Courses**
- **Highly Decentralized**
- **Redundant offering Across the Command**
- **No Single Focus for Civilian Leadership Development**

The LMC Construct



Leadership Development Vision

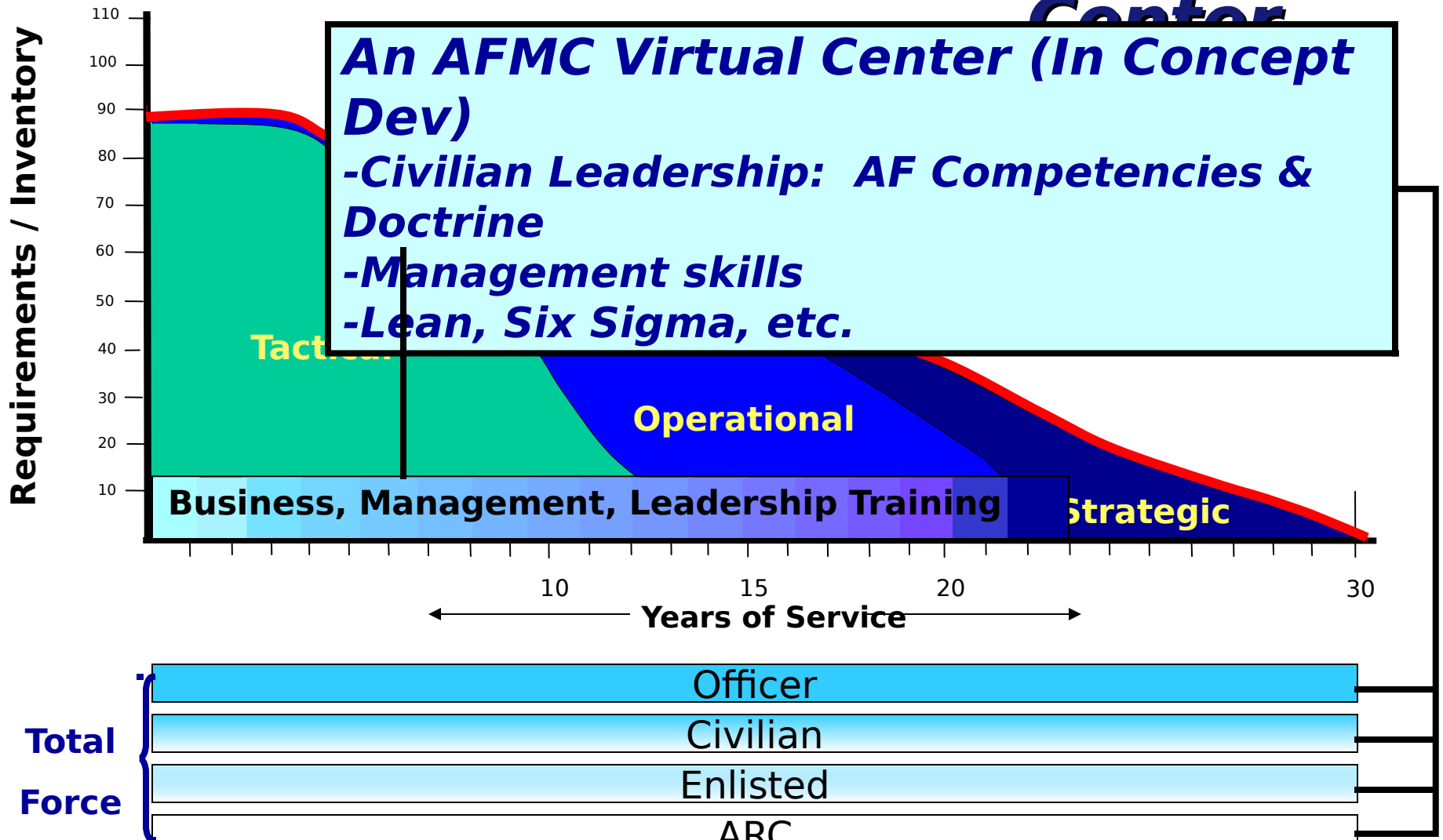
Force Development
Leadership & Mgt Innovation Center

An AFMC Virtual Center (In Concept Dev)

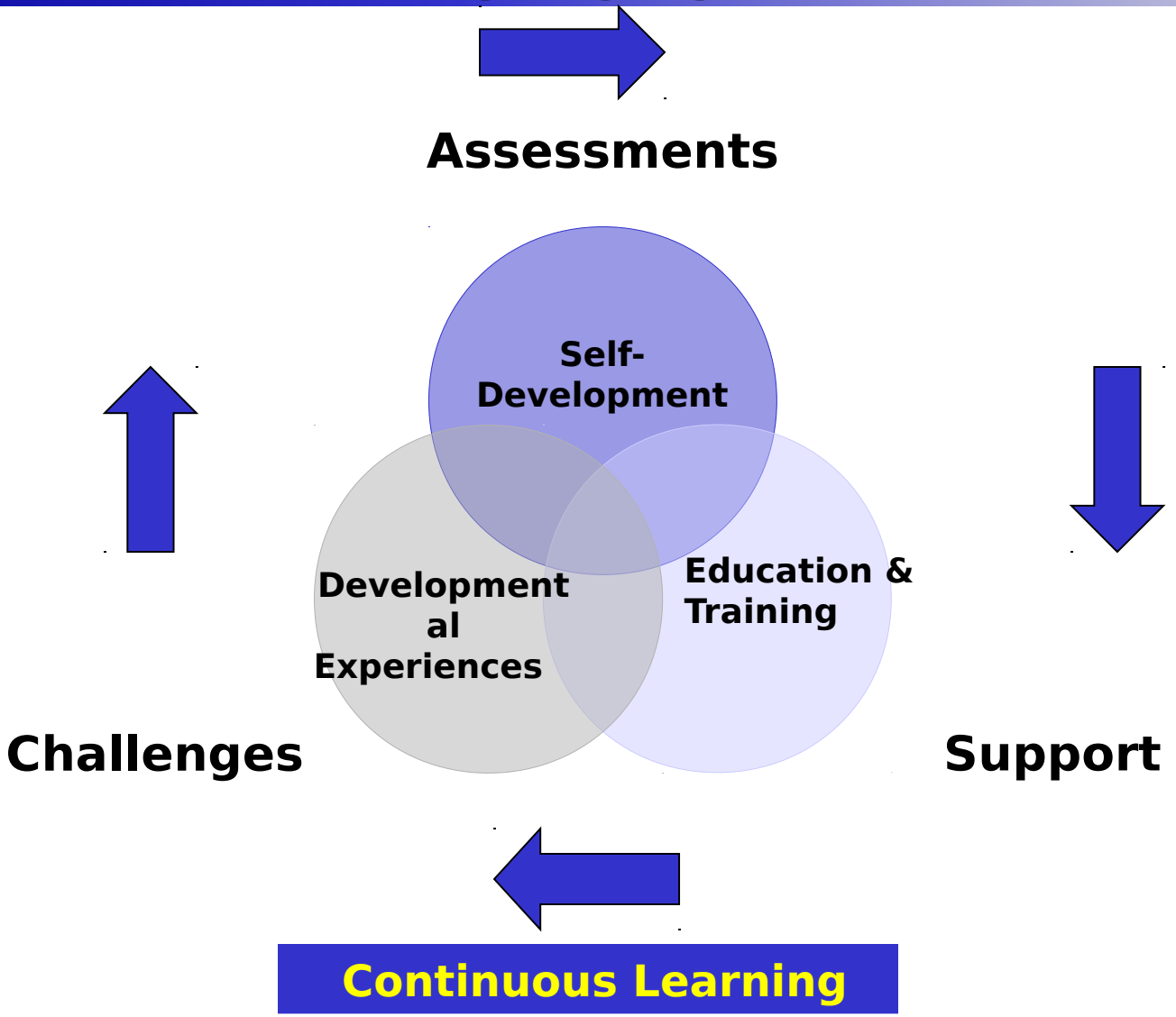
-Civilian Leadership: AF Competencies & Doctrine

-Management skills

-Lean, Six Sigma, etc.



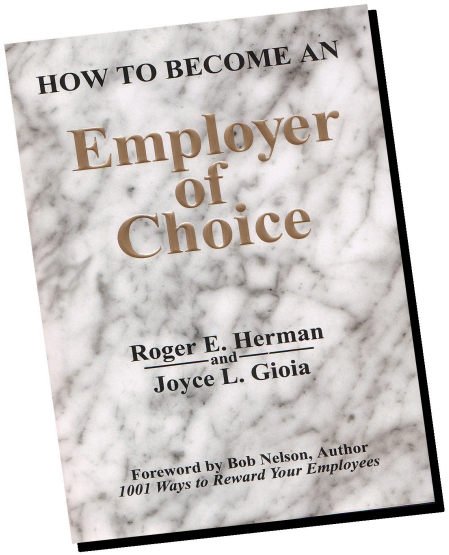
Leadership Development Tenets

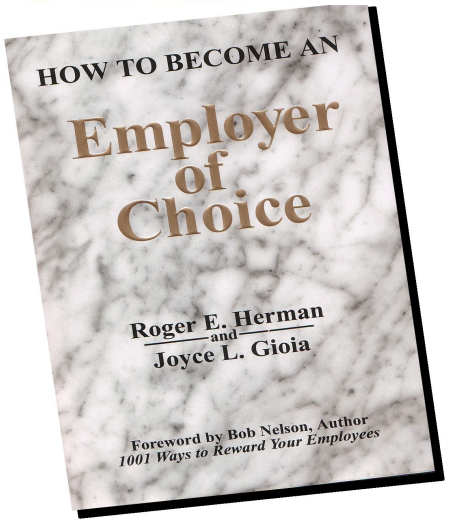


Command Impact

U.S. AIR FORCE

AFMC



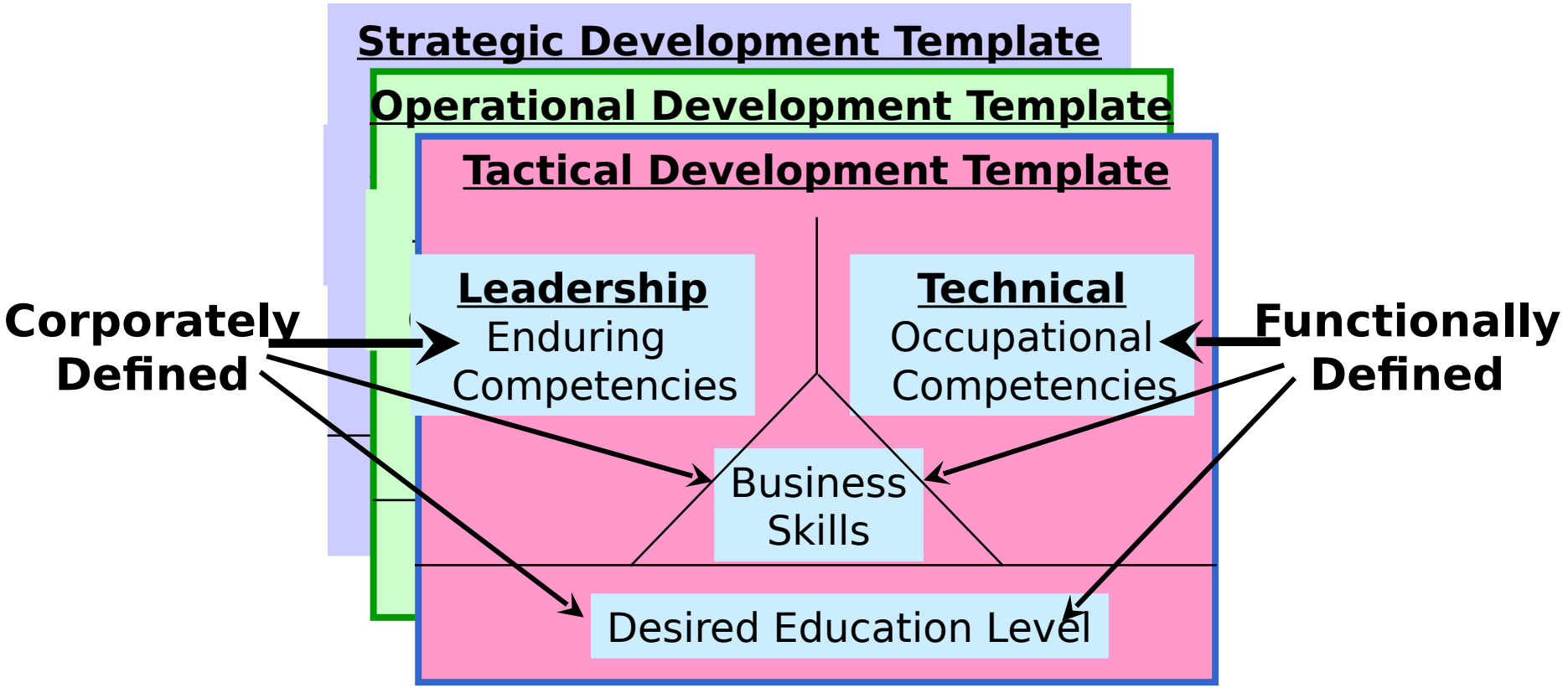


New Paradigms for Partnerships

Where We Are

- **AFSLMO asked AFMC to lead this effort**
- **AFMC hosted a working group in January 04**
- **MAJCOM representatives across AF participated**
- **Tactical level supervisors also participated**
- **In search of an AF Standard for civilian tactical level development**

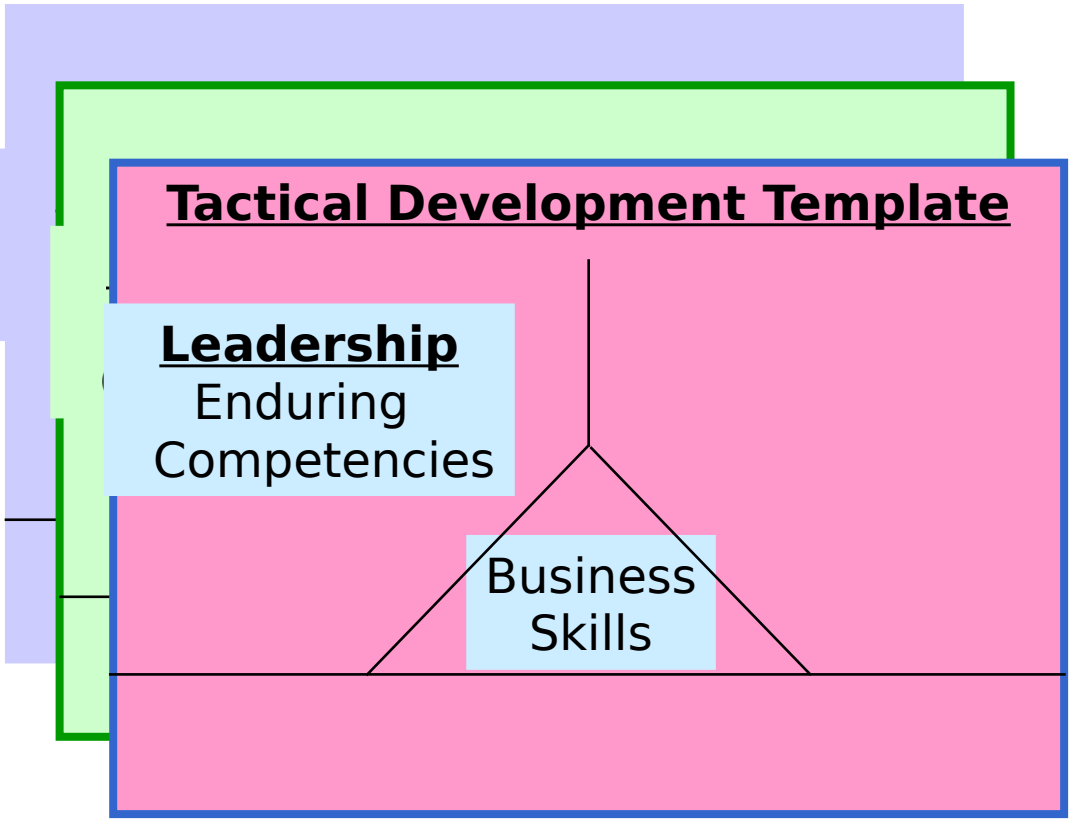
Defining Development Objectives (Templates)



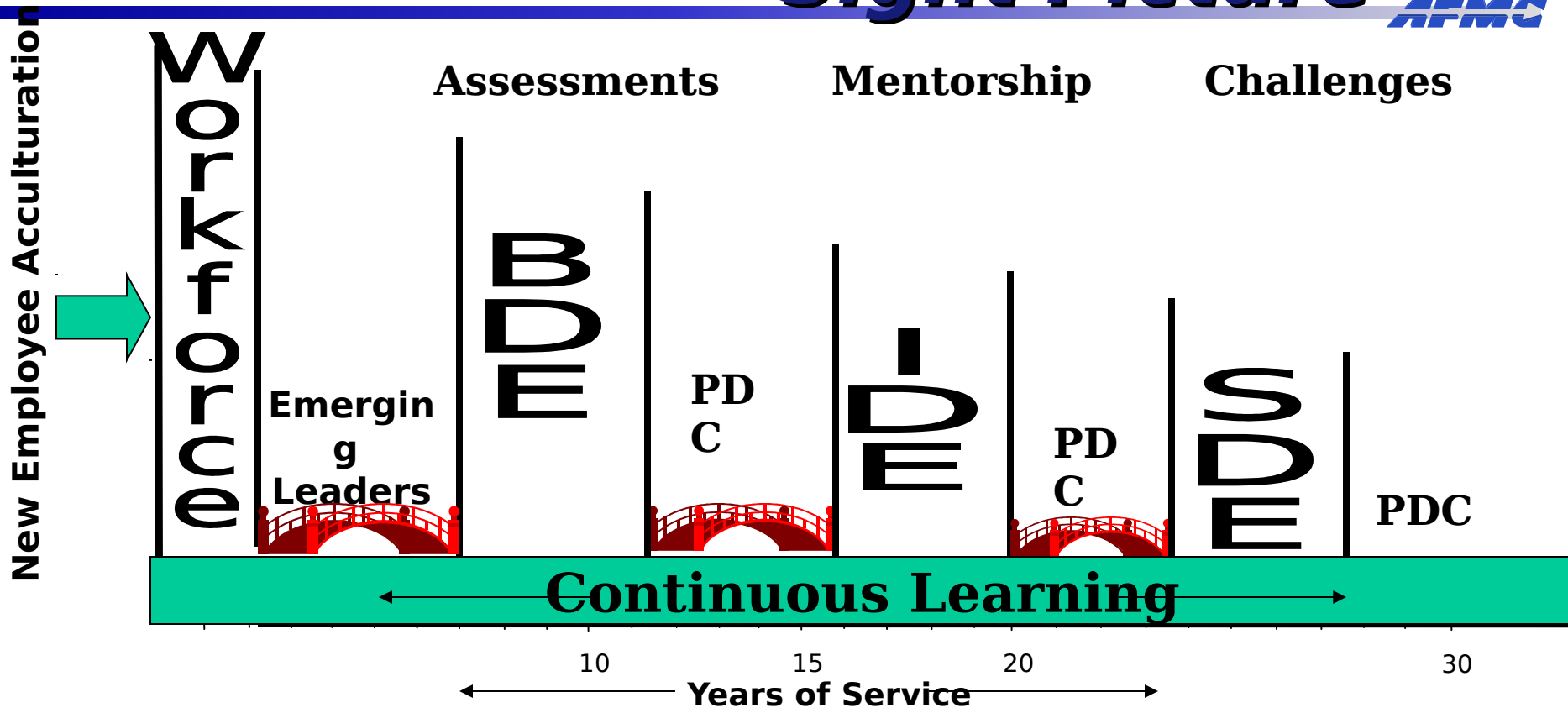
Templates clearly communicate development objectives

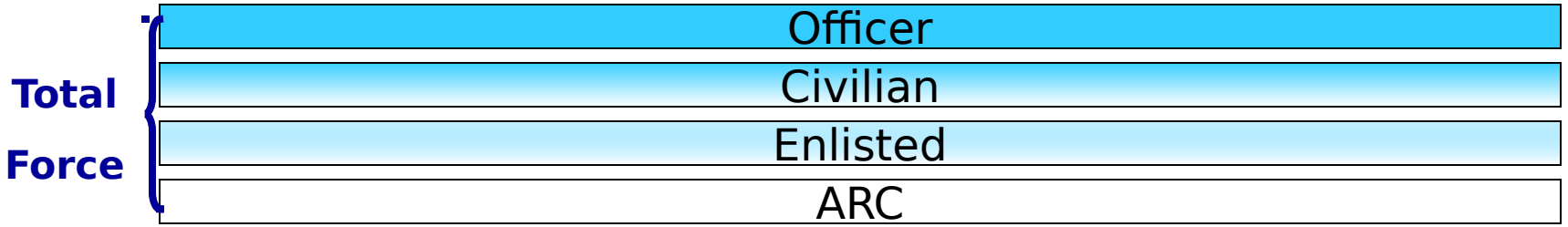
- Three levels of development (tactical, operational, stra

Defining Development Objectives (Templates)



Force Development Sight Picture

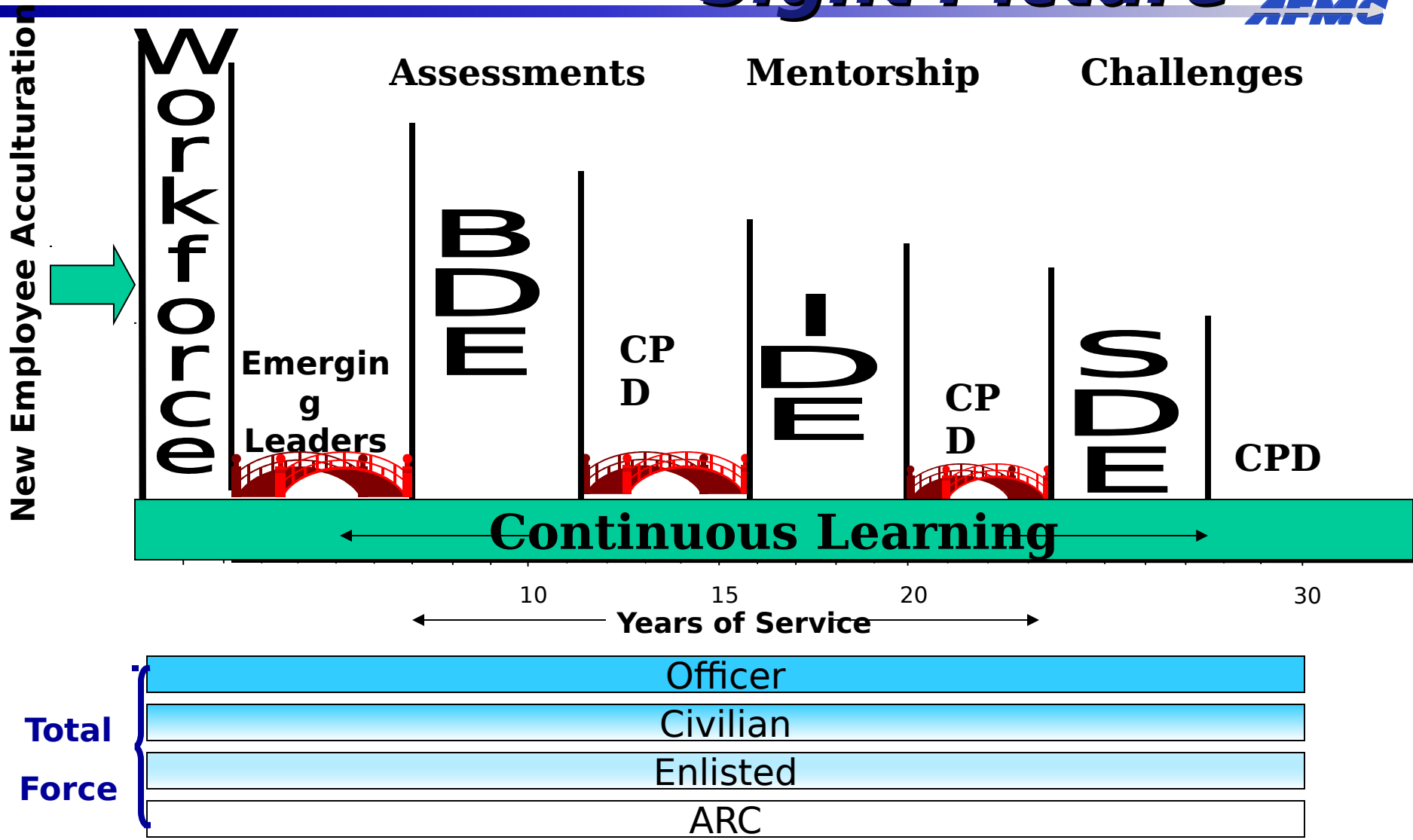




ACCULTURATION

- **All New Employees**
  - **The Air Force Story**
    - **Values**
    - **Mission**
    - **Core Competencies**
    - **Structure**
    - **Appropriate Doctrine**
    - **Customs and Courtesies**
    - **Enduring Competencies**
    - **Expectations**
    - **Civilian's Role**
    - **Etc.**

Force Development Sight Picture

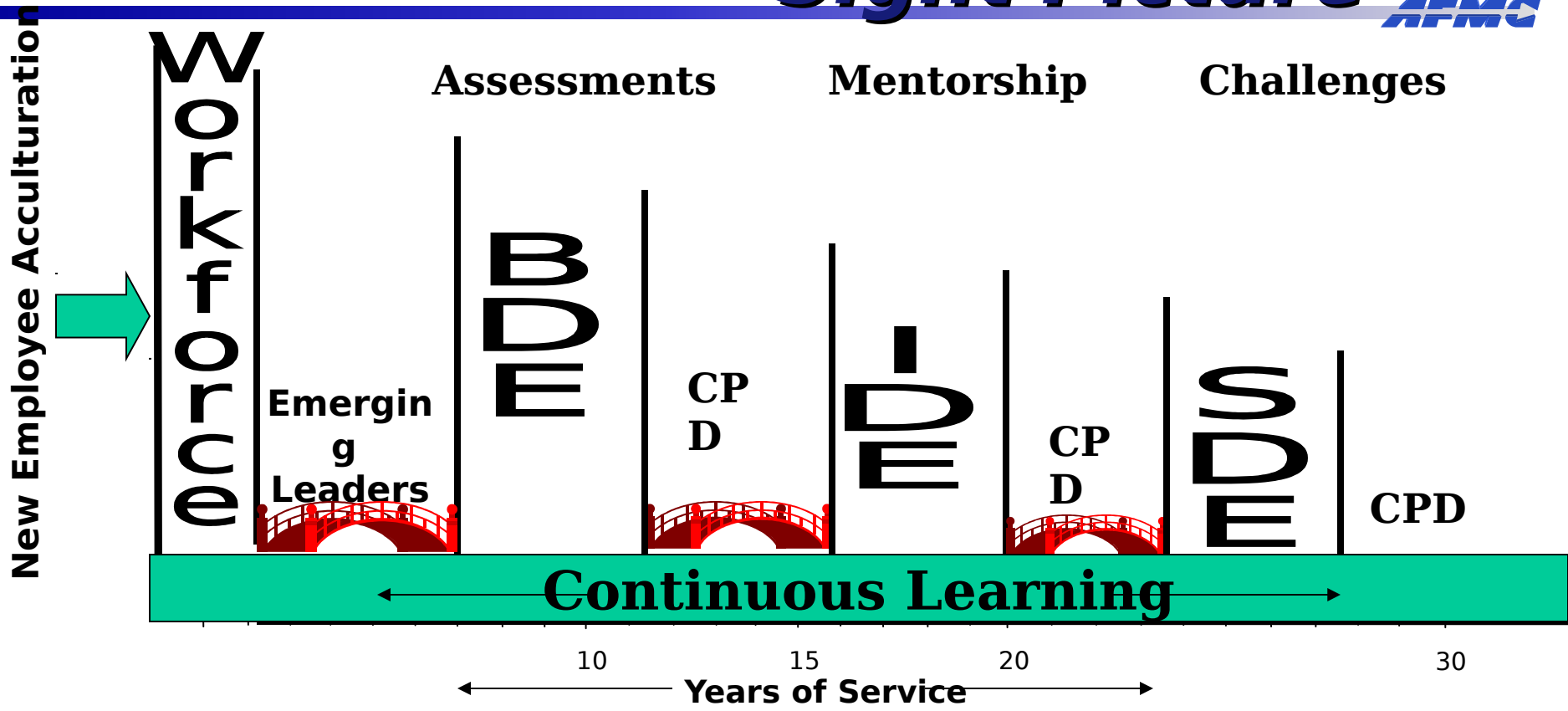


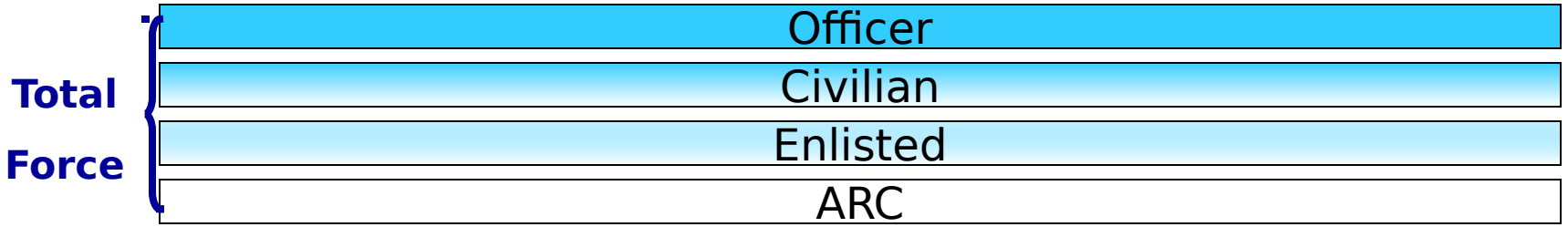
WORKFORCE

- **Piece of the Acculturation**

- **Personal Leadership Competencies**
  - **Exercising Sound Judgment**
  - **Adapts and Performs under Pressure**
  - **Inspires Trust**
  - **Assesses Self**
  - **Fosters Effective Communication**

Force Development Sight Picture

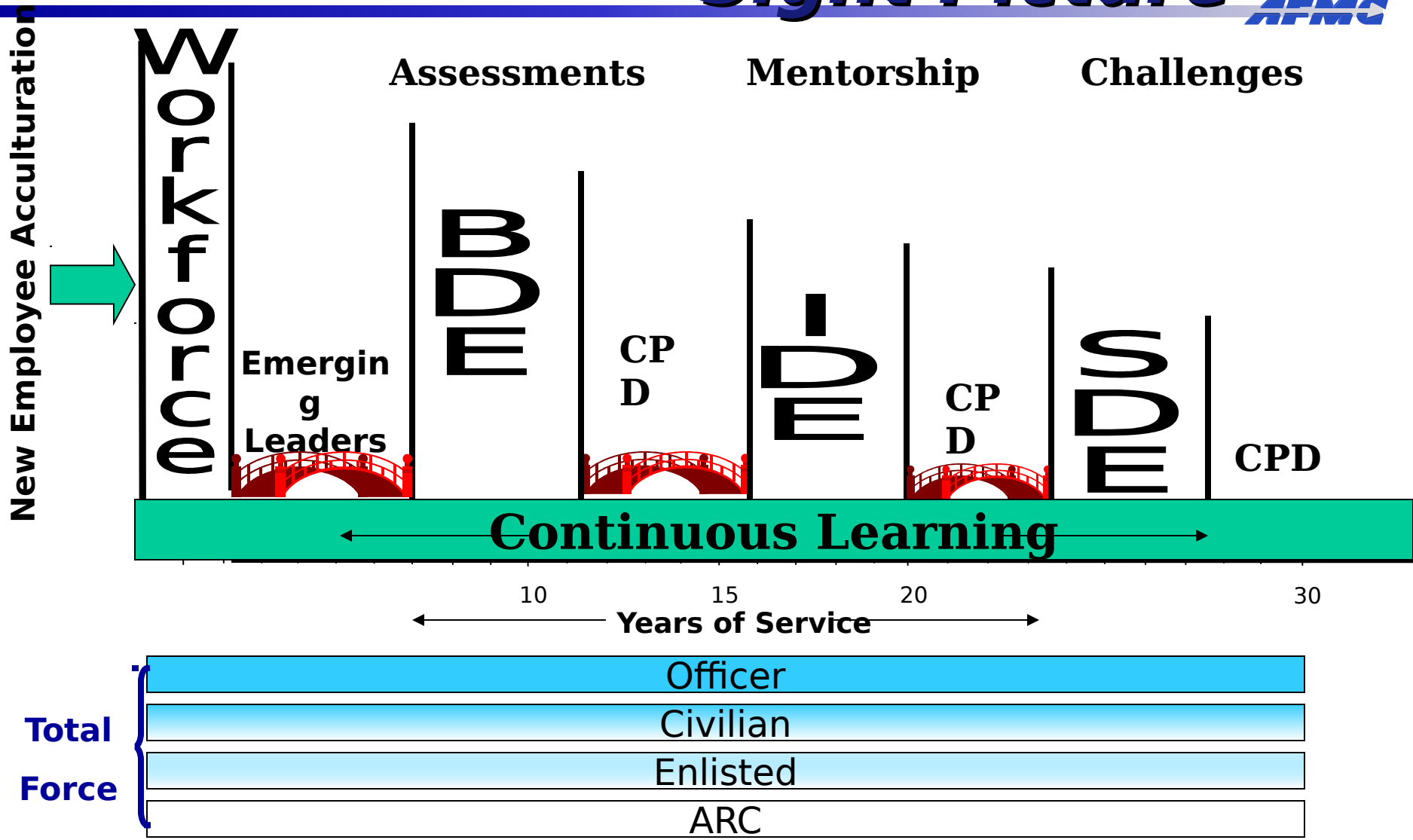




EMERGING LEADERS

- Competitive Process
- Preparation for Leadership Roles
- Personal Leadership Competencies Plus
- Leading People/Team Competencies
  - Leads Courageously
  - Drives performance through shared vision, values & accountability
  - Influences through win/win solutions
  - Mentors and coaches for growth and success
  - Promotes collaboration and teamwork
  - Partners to maximize results

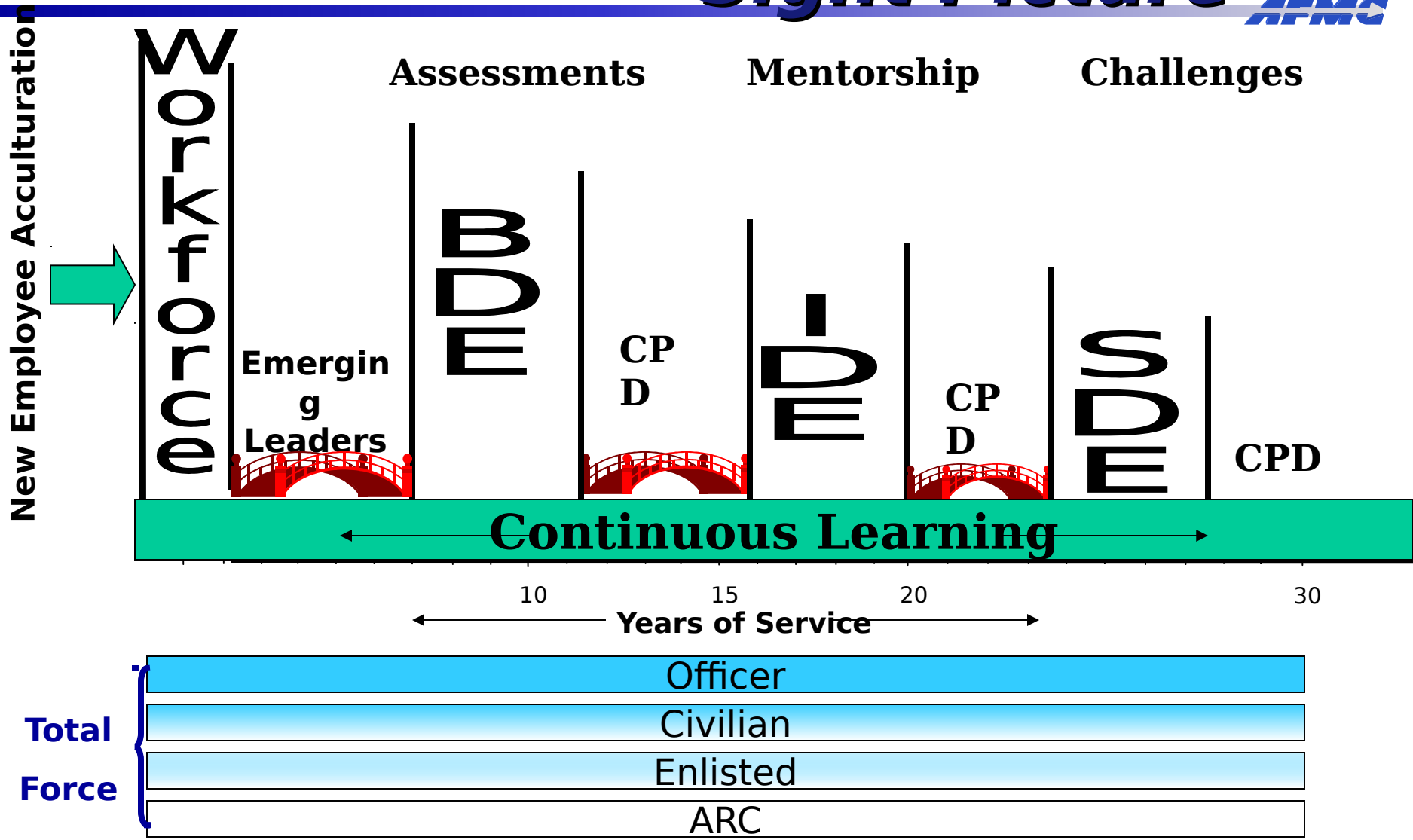
Force Development Sight Picture



BASIC DEVELOPMENT EDUCATION

- **Foundation for Formal Leadership Development**
- **Leadership and Supervisory Skills**
- **General Business Skills**
- **First Level Supervisors-Primary Audience**
- **Provide Tools to be Successful at Tactical Level**

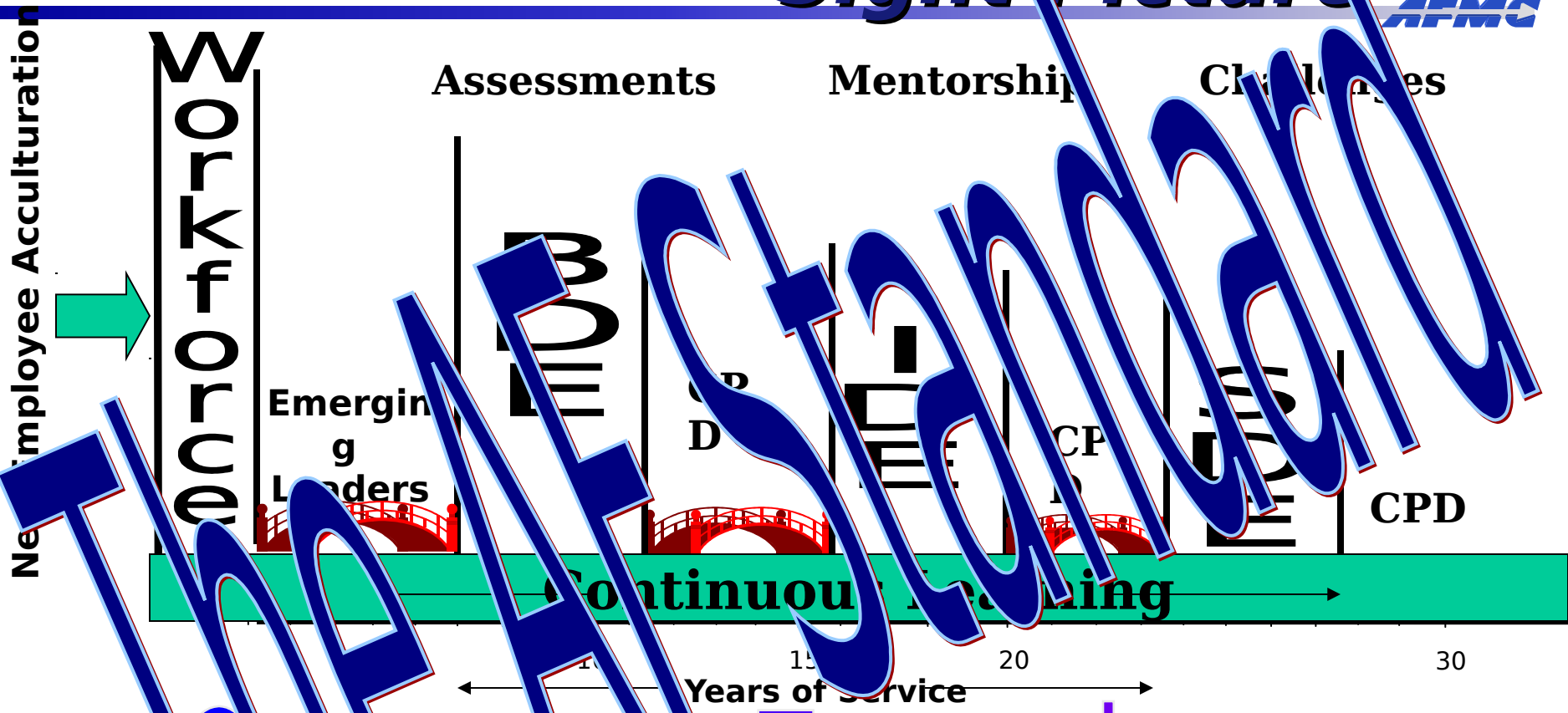
Force Development Sight Picture



CONTINUING PROFESSIONAL DEVELOPMENT COURSES

- **Supervisors/Employees Attend Every Four Years**
- **Re-Blue Leaders/Employees remaining at the Level**
  - **Mission Changes**
  - **Leadership Strategies**
  - **Partnership Initiatives**
  - **Formal Exchange of Information**
- **Continuum of Professional Development**

Force Development Sight Picture



The Standard

Common Experience

Way Ahead

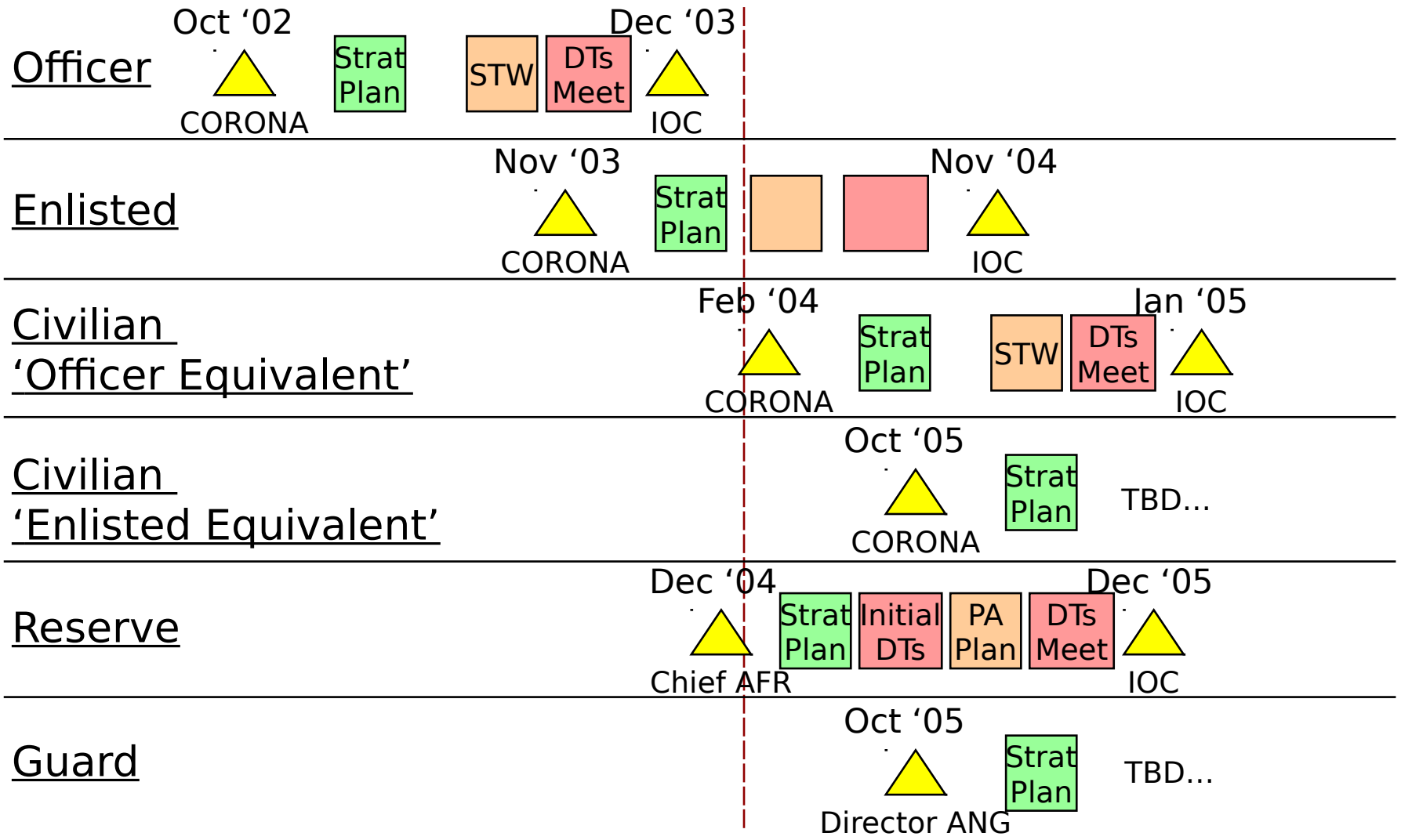
- **Constructing Statement of Objectives**

- **Select Subgroups to work**
  - **Acculturation**
  - **Course Design/Development**
    - **Emerging Leaders**
    - **Basic Development Education**
    - **Professional Development Courses**

- **Subgroups will serve as SMEs to guide contractor**
  - **Leverage current programs**
  - **Use current benchmark data**

- **Goal is to have a process in place by 30 Sep 04**

Total Force Development Game Plan



Your Thoughts

Tactical Level

- **Utilizing the AF Leadership Competencies in order to lead within the flight, branch, division, and squadron levels. Leading self and influencing peers and subordinates up to the squadron level. Learning about yourself as a leader/follower and your impact on others as a leader/follower. Gaining a broad understanding of team leadership and an appreciation for institutional leadership.**

Operational Level

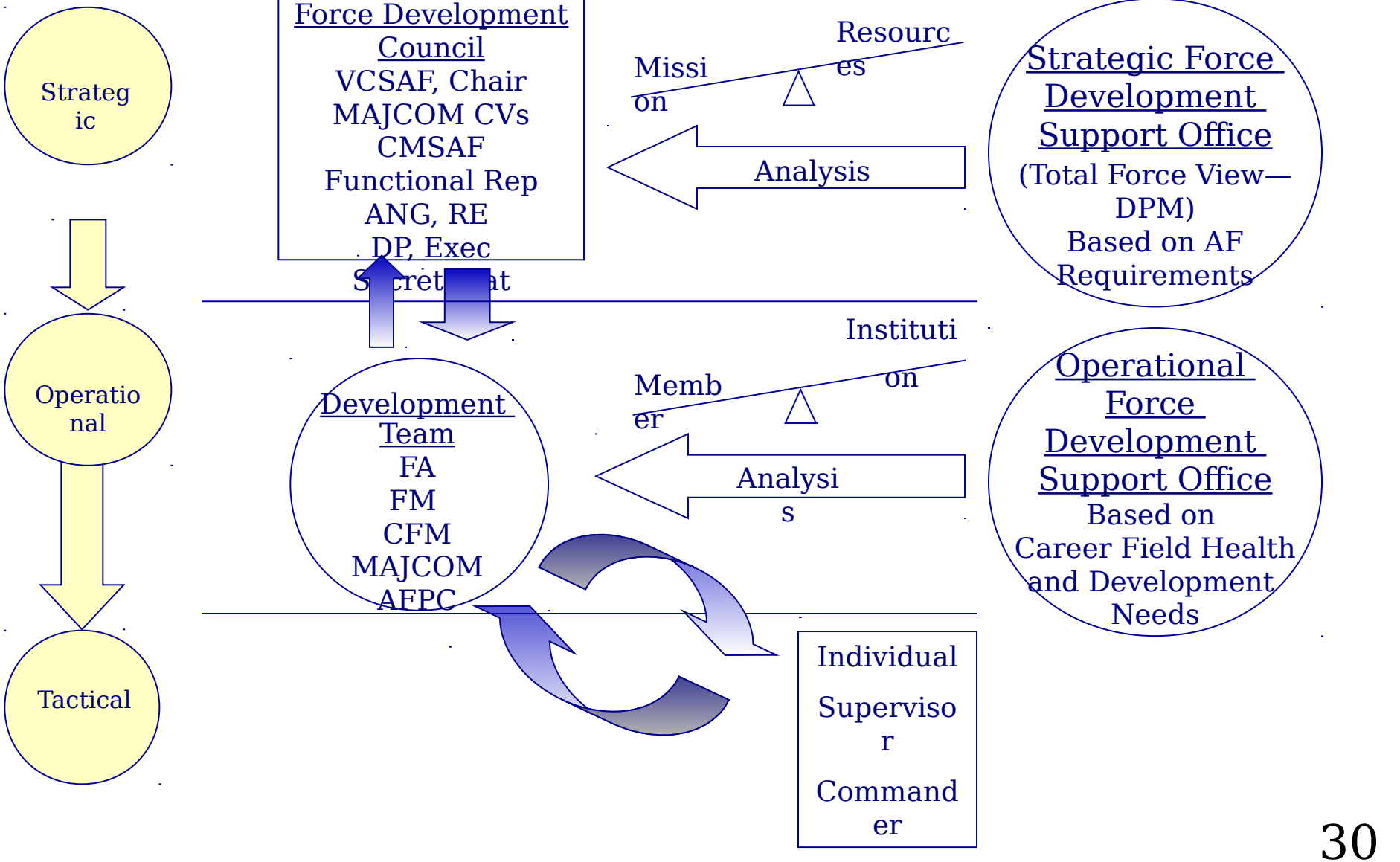
- **Utilizing the AF Leadership Competencies in order to lead within and across the division, squadron, directorate and wing levels. Leading self and teams up to the wing level. Based on a thorough understanding of yourself as a leader/follower and how you influence others, you apply a high-level understanding of organization/team dynamics. Continuing to develop a high-level understanding of personal leadership while developing your institutional leadership competencies.**

Strategic Level

- **Utilizing the AF Leadership Competencies in order to lead within and across the wing, department, agency and international levels. Leading self, teams and the organization up to the international level. Based on a thorough understanding of yourself as a leader/follower, how you influence others, and how you apply organization/team dynamics, you apply a high-level understanding of leadership at the institutional level. Continuing to develop a high-level understanding of personal and team leadership while mastering your institutional leadership competencies.**

Total Force Development

Operationalized



Tactical Development Template

(Notional)

Leadership

Enduring Competencies

Personal Leadership
- **Exercising sound judgment**
- **Adapting**
- **Inspiring Trust**
- **Leading Courageously**
- **Demonstrating Tenacity**
- **Leading by Example**
- **Assessing Self**

Leading People/Teams
- **Inspiring/Empowering & Exercising Authority**
- **Fostering Teamwork and Collaboration**
- **Building Relationships**
- **Fostering Effective Communication**
- **Mentoring**

Development

Education
- **BDE**

Experience
- **Team leader**

Business

General Business Skills
- **Personnel Management**
- **Financial Management**

Functional Business Skills
- **Functionally defined**

Development

Education
- **BDE**

Training
- **Functionally defined**

Technical

Occupational Competencies
- **Functional specific skills**
- **Job specific skills (locally defined)**

Development

Training
- **Functionally defined**

Experience
- **Functional expertise**
- **Details/rotations**

Education

Education Level
- **Functional specific**
- **Desired: BA/BS**

Development

Education
- **Internships**
- **Tuition assistance**